

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

PCB Machining Solutions, Inc.

New York Manufacturing Extension Partnership

PCB Machining Solutions, Inc. Achieves Black Belt Certifications

Client Profile:

PCB Machining Solutions, Inc. is a manufacturer of precision parts for aerospace, automotive and various other industrial applications. Established in 1994, the company has been under its present ownership since 2004. Most of the company's products are sold to three local companies, all of whom are part of major national and international supply chains. High-profile companies such as Raytheon, Lockheed Martin, Boeing, Airbus and NASA produce products that include components manufactured by PCB Machining. The company employs 75 people at its facility in Lackawanna, New York.

Situation:

PCB Machining was experiencing poor on-time delivery with its main customers. This performance level resulted in the company being placed on 'limited status' (i.e. ineligible for new business consideration) by one of its three key customers. Company management recognized that improvement to both internal processes and methods was needed to resolve these problems. PCB Machining contacted Insyte Consulting, a NIST MEP network affiliate and a division of the New York Manufacturing Extension Partnership.

Solution:

Insyte Consulting and company management believed a Lean Six Sigma methodology would enable the company to better determine root causes and subsequently introduce the appropriate corrective actions to these problems. Six Sigma addresses process variation and is very compatible with Lean manufacturing activities intended to address process waste. Ten individuals from both management and production were trained and certified in Six Sigma, 7 as Green Belts and 3 as Black Belts. Insyte Consulting was selected to provide the training for this initiative due to its hands-on approach and off-site facility. Lean Six Sigma training was provided in half-day, weekly classroom sessions. In addition to the formal training, each participant was required to successfully complete a project that applied the concepts presented during the training sessions. The Green Belt candidates addressed issues prevalent on the shop floor, specifically, the saber mill, the rotary cell, and de-burring areas in order to reduce tooling time, extend tooling life, and accelerate changeover times. The Black Belt candidates worked together to determine opportunities to significantly improve on-time delivery and subsequently customer satisfaction. The teams actively worked to evaluate the problems and develop solutions based on Lean Six Sigma principles and techniques presented in the formal training. Significant progress was made in resolving each of the problems addressed with the direction and guidance of the Insyte Consulting instructor. As a result of this initiative PCB Machining was removed from limited status by a key customer and is realizing numerous other new business opportunities. Overall the company now has stronger manufacturing teams with improved responsiveness and increased accountability at all levels of the organization. As a result of this initiative, PCB Machining was removed from limited status by a key customer and pursuing numerous new business opportunities. Overall the company now has stronger manufacturing teams with improved responsiveness and

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increased accountability at all levels of the organization.

Results:

- * Achieved Green and Black Belt Certification.
- * Estimated sales increase of \$1.2 million.
- * Increased throughput by 8 percent.
- * Increased on-time delivery by 97 percent.
- * Reduced backlog of past due orders by 95 percent.

Testimonial:

"The Six Sigma training through Insyte Consulting provided a disciplined approach to problem solving that has carried through all of our business and manufacturing activities."

Dave Roy , Quality Assurance Manager/ Black Belt